DOCUMENT RESUME

ED 397 771 HE 029 373

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TITLE Communication Skills for Department Chairs.
REPORT NO ISBN-1-882982-13-4
PUB DATE 96
NOTE 284p.
AVAILABLE FROM Anker Publishing Company, Inc., Publishers Business Services, P.O. Box 390, Jaffrey, NH 03452-0390 ($34.95 plus $4 shipping/handling).
PUB TYPE Guides - Non-Classroom Use (055) -- Books (010)

EDRS PRICE Document Not Available from EDRS.
DESCRIPTORS Administrator Education; *Administrator Role; Change Strategies; *Communication Skills; Conflict Resolution; Deans; *Department Heads; Departments; Ethics; Faculty Development; Higher Education; Institutional Mission; Interpersonal Communication; *Interpersonal Competence; *Interprofessional Relationship; Organizational Change; Organizational Climate; *Organizational Communication; Problem Solving; Public Relations; Skill Development; Supervision; Thinking Skills

ABSTRACT

Communication strategies needed for the specific responsibilities of college and university department heads are presented. Each chapter first describes communication strategies useful in handling an administrative task, and then uses real-life case studies to demonstrate their applications in typical situations. Readers are guided through a series of questions and exercises enabling them to participate in the needed analysis, decision-making, and problem-solving. Contents include communication issues and strategies, a series of cases, and case analysis exercises that apply to these tasks: structuring the department mission; enhancing the department climate; defining department ethics; conducting performance counseling; managing conflict; implementing change; working with the dean; building alliances; and promoting the department. An index of cases by higher education issue and administrative task covers such issues as: academic dishonesty, affirmative action, alumni relations, collegiality, crisis management, delegation of duties, department climate, development/fundraising, due process and individual rights, faculty complaints and grievances, governance issues, instructional quality, merit pay, performance counseling, productivity, promotion and tenure decisions, and scientific misconduct. (Contains 24 references.) (MSE)

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